



Los Angeles County
Children's Planning Council
Improving Children's Lives

Date: February 10, 2003

To: Each Supervisor

From: Yolie Flores Aguilar, Executive Director
Children's Planning Council

Jane Martin, Chair
Interagency Operations Group

**CHILDREN'S PLANNING COUNCIL AND INTERAGENCY OPERATIONS GROUP
EXPENDITURE REPORT FOR 2000-01 AND 2001-02**

We are pleased to provide you with the attached expenditure report for the Children's Planning Council (CPC) and the Interagency Operations Group (IOG). The Report covers fiscal years 2000-2001 and 2001-2002. Attachment A provides expenditure details for activities and accomplishments summarized in this report.

On June 13, 2000, your Board approved Amendment Number One to Agreement 71891 authorizing the County Departments of Children and Family Services, Health, Mental Health, Probation, and Social Services to transfer \$99,000 each per fiscal year 00-01, 01-02 and 02-03 for the following purposes:

- \$53,000 to support the eight Service Planning Area (SPA) Councils and the American Indian Children's (AIC) Council;
- \$10,000 for technical/consultant support for the Interagency Operations Group (IOG); and,
- \$36,000 to support departmental staff to better understand their role as ex officio members of the SPA Councils, and interdepartmental efforts to explore how best to link departmental community planning initiatives to the work of the SPA Councils. Support included training conferences, facilitation of inter-departmental dialogues, access to subject matter experts, presentation, facilitation of County-community working sessions, and other assistance that provided departmental staff with the necessary knowledge, information and skills to further the County's efforts in working more effectively with community groups.

A final expenditure report for fiscal year 2002-2003 will be submitted to your Board by July 31, 2003.

CHILDREN'S PLANNING COUNCIL EXPENDITURE ACTIVITIES

During the two-year period of 2000-01 and 2001-02, the Children's Planning Council conducted the following activities with resources allocated from five county departments, which amounted to \$265,000 per year, for a total of \$530,000. These funds are fully earmarked toward supporting the system of councils (8 Service Planning Area Councils and the American Indian Children's Council), approved by the Board of Supervisors on December 9, 1997 to serve as a bridge between county government and the community.

Over the past five years, the SPA/AIC Councils have begun to fully realize their commitment to "improving the lives of children" and their role as *"vehicles through which residents, youth, and public and private agencies—acting in concert—engage in problem-solving, set direction, marshal resources around common goals, integrate service efforts, and monitor their success."* Through collaboration with county departments and other key community stakeholders, the councils have made a significant impact in the following areas:

1. Developing Strategic Plans to Impact Five Outcomes

Since their inception, the councils have acted as planning bodies to develop strategic plans around local priorities that impact the five outcomes for child well-being (good health, safety and survival, economic well-being, social and emotional well-being, education and workforce readiness). Beginning in mid-2001, the SPA/AIC Councils began a second round of strategic planning to identify outcomes and indicators that were relevant to their local communities, develop strategies for impacting those indicators, and establish performance measures to measure the impact of those strategies. This work culminated in the Children's Planning Council formally endorsing the 18-month workplans in March 2002. Since that time, many of the performance measures have been met and the councils are beginning to develop new strategies for the coming months.

Prior to developing their strategic plans, all of the councils participated in trainings on results based accountability (RBA) to support their strategic planning around the five outcomes areas of child well-being. Not only have councils participated in RBA trainings, but they have also sponsored inter-council training sessions for new members of their council to familiarize them with the principles and practices of RBA. The councils used this training to assist them in their strategic planning process and the development of council workplans.

2. Engaging County Departments, Community-Based Agencies, Parents and Others

Beyond developing strategic plans, councils have begun to realize their role in the implementation of those plans. The American Indian Children's Council (AICC) is an example of how councils have engaged the County in its efforts around the five outcomes. In its workplan, the AICC sought to obtain data on indicators for American Indian children and families from the county departments as a key strategy. Not only were they successful in ensuring that data on American Indian children be included in the LA County Children's ScoreCard, they also got approval from the Board of Supervisors to implement their recommendations to ensure the collection of data on American Indians and Alaska Natives by the county departments. The AICC is now working with the Chief Administrative Office to implement the Board's motion of December 17, 2002.

The SPA 6 Council's collaboration with the Department of Children and Family Services (DCFS) is the best example of how the councils can broker relationships between community and county government. When the state law AB1695 passed last year, requiring relative caregivers to adhere to the same standards as foster families, community members raised concerns that children being cared for by their relatives might be removed from their relatives' care and placed into the foster care system. In response to these concerns, members of the SPA 6 Council and the Community Coalition's Prevention Network worked with DCFS staff to educate relative caregivers about the new requirements through a series of five informational workshops and a bilingual (English & Spanish) mailing to all the relative caregivers in SPA 6. They also worked with Supervisor Burke, Chair of the Children's Planning Council at that time, to establish a mobile care unit that would be a resource to relative caregivers at the County's Children's Court.

In addition to working directly with county government, the councils have engaged local communities across LA County around the five outcomes for child well-being. For example, the SPA 8 Council has sponsored three conferences on school readiness, each focusing on bringing parents and other community stakeholders together to ensure that 1) children are ready for school, 2) schools are ready for children, and 3) families are doing their part. The attendance at each conference has grown to over 500 people, demonstrating the interest that is being generated within the SPA 8 region around school readiness. Fifteen neighborhood action councils have developed out of the conferences, and they are currently developing neighborhood-level action plans around school readiness. The next school readiness conference will be held in May and focus on the fourth element of school readiness—*communities doing their part*.

The SPA 7 Council has also been active over the past year in engaging parents through parent workshops in each of the sub-regions within SPA 7. The purpose of the parent workshops is to educate parents about the county's health and human services system and provide resources and opportunities for parents to access information on health, safety, and education. Senator Marta Escutia's office has been involved in the planning and implementation of the workshops, as well as other community stakeholders like Kaiser Permanente.

3. Responding to County Requests for Community Input

Another one of the original purposes of the councils was to respond to various requests from county departments. The Councils have consistently responded to various requests from county departments to provide input into their planning processes. SPA/AIC Council conveners were instrumental in helping to shape the Long-Term Family Self-Sufficiency Plan. They all participated in the planning for various LTFSS projects, such as Safe Places and County Family Resource Centers. The Councils also participated in the Schiff-Cardenas planning process and were deeply involved in the development of the Service Integration Action Plan. Council members were represented in every SIAP workgroup and made valuable contributions to help craft recommendation that will significantly change the way the county serves children and families. In particular, the recommendations under Customer Service and Satisfaction, Access to Services, and Multi-Agency Service Delivery reflected the needs of children and families from a community perspective. Many SPA/AIC Council representatives will continue to participate in the SIAP Oversight Team and

Integrated Family Services System Design Team, per the request of the Service Integration Branch of the Chief Administrative Office.

The CalWORKS/LTFSS community engagement process is probably the greatest example to-date of the power of the system of councils to engage families in the planning process of county government. In January of 2002, the Board instructed the Department of Public Social Services to gather community input in their prioritization of Long-Term Family Self Sufficiency projects for the FY 2002-2003 budget. The Children's Planning Council, through the SPA/AIC Councils, facilitated the community engagement process that resulted in the collection of over 8,500 surveys in eight languages from low-income families across the county. Council staff collaborated with community service providers and DPSS district office staff to survey families in every SPA region. The data from those surveys were analyzed in the *Running Out of Time* report and ultimately used to help DPSS and community stakeholders make recommendations to the Board of Supervisors on the best use of LTFSS and CalWORKS resources for FY 2002-2003.

INTERAGENCY OPERATIONS GROUP (IOG) EXPENDITURE ACTIVITIES

During the two-year period covered by the report, the IOG conducted activities with resources from the five participating departments, amounting to \$230,000 per year, for a total of \$460,000.

During 2001 and 2002, the County's service integration efforts created a dynamic environment in which the IOG, in partnership with the New Directions Task Force, the Service Integration Branch and the Children's Planning Council (CPC), contributed substantially. Building on previous collaborative experiences and lessons learned, a host of service integration initiatives continued their journey from concept to implementation. Key examples of these ongoing efforts include: the County's *Service Integration Action Plan*, the County's Strategic Plan Goal 5: *Children and Families' Well-Being*, the *Children and Families Budget*, development of health, and wellness indicators, and promoting joint use of results-based accountability decision-making models.

It is in the context of such an intense and enriching environment that the IOG continued fulfilling its Mission of "promoting the County's vision for children and families by facilitating and accelerating the implementation of effective, integrated services and generating solutions to removing operational barriers."

By leveraging the combined resources of its members and partners, the IOG sponsored and participated in a series of forums upholding its commitment to increasing "County staff knowledge of other agencies' systems, missions, language, disciplines and funding streams." These outcome-oriented events were designed specifically to provide participants with both conceptual frameworks and practical hands-on experiences and tools to ensure that "services provided...be better integrated, that cross-departmental collaborations become real, and that the County track and measure its progress against each of the five adopted outcome [areas]." Examples include: the *Schiff-Cardenas Kick-Off Conference*, the *Mental Health in Schools Conference*, *DMH's Parent-Provider Partnership Conference*, *Results-Based Accountability Trainings* and *Program Outcome Measurement Workshops*. Additionally, these forums began

addressing IOG's goal of developing managers and staff who are better informed, more open and committed to the concepts of collaboration and integrated services.

The IOG also buttressed service integration activities and change within and among departments by commissioning reports analyzing departmental strategic plans for linkage opportunities (*County Departmental Strategic Plan Analysis*) and conducting an assessment of decentralization initiatives throughout the County's public school and human services systems (*Decentralization Initiative*).

Consistent with its goal of maximizing opportunities for improving outcomes through service integration, the IOG supported the implementation of the *Service Integration Action Plan* (SIAP) planning process through the retention of consultants, active member participation, leadership (as in the case of the *Funding for Service Work Group*) and encouraging community participation. Similar support is currently being provided to specific SIAP initiatives during their implementation phase, such as: *Integrated Family Services System (IFSS)*, *Customer Services and Satisfaction Standards*, *Principles for Partnering*, and the *Outcome Screening Tool*.

In alignment with its goal of monitoring the implementation of and addressing operational issues surrounding the Long-Term Family Self Sufficiency (LTFSS) initiative, the IOG supported the CalWORKs/LTFSS Prioritization process (mandated by your Board) through the retention of a consultant who helped produce funding recommendations (made by a 28 member County-Community stakeholder body) totaling approximately \$168 million. The IOG is currently supporting the second phase of this process, which began earlier this month.

Support was also provided to activities relating to exploring partnerships between Family Resource Centers (FRCs) and the County. Through a series of Family Focus Groups designed to learn more about the experiences of families receiving multi-agency services, a report prepared by the CPC (*Telling It As They See It*) documented families' thinking regarding key elements of an integrated service delivery system. In turn, these activities contributed toward a rising tide of interest by your Board, who requested CPC to produce recommendations regarding County support for FRCs. As a means of enhancing one of the nine adopted recommendations, IOG staff produced an informational brochure entitled: *Understanding and Partnering with Family Resource Centers*, which has now been distributed throughout County agencies and the community.

The IOG also promoted community-based planning and evaluation efforts by: strengthening the relationship of IOG member departments and community groups (including CPC's Service Planning Area Councils and the American Indian Children's Council); enabling County departmental representatives to the SPA/AIC Councils to better understand and fulfill their roles; and, supporting the CPC and its efforts to strengthen the SPA/AIC Councils. Specifically, these activities were carried-out by: developing tools such as the *Community-Based Planning Protocol*; supporting the work of the New Directions Task Force's Faith-Based Organizations Collaboration Council (FBOCC); revising, reviewing and affirming *Role Definitions for the County's SPA/AIC Council's Representatives and Conveners*; and, supporting CPC's efforts to develop and enhance its Web site, and securing a full-time Web Site Master. Additionally, in partnership with the Annie E. Casey Foundation, IOG support helped retain *Cornerstone Consultants*, who conducted a

historical and forward looking strategic document (*The Tasks Ahead: Strategic Choices for the Los Angeles County Children's Planning Council*) that was used to inform the evolution of the SPA/AIC Council's role and shape their focus over the next three years.

Two other projects nearing significant milestones warrant comment. Recognizing that the education system is a key element to any service integration effort and, in support of the County's Education and Workforce Readiness outcome area, the IOG continued to engage the education system by supporting the work of the *IOG School-Based Linkages Committee*. The Committee's charge (led by LACOE and LAUSD IOG members) is to pursue opportunities that enhance relationships between schools and County agencies. To that end, Dr. Pedro Noguera, Professor of Communities and Schools, *Harvard Graduate School of Education*, was retained to: conduct a series of conferences, focus groups, meetings, and trainings; and to create a report/recommendations that would further the Committee's charge. A draft of the final report is currently being reviewed and a final version will be available shortly.

Also acknowledging the important role that integrated, service-enriched housing plays in the lives of some of the most vulnerable County populations and, in support of the County's Safety and Survival outcome area, the IOG bolstered the efforts of the New Directions Task Force's Special Needs Housing Alliance through direct staff support and by retaining the services of *Shelter Partnership, Inc.* Efforts to quantify the supply of County-assisted housing, services and funding resources supporting special needs populations; and, obtaining information regarding unmet housing needs, has been completed. A draft of the final report is currently being reviewed and a final version will be available shortly.

Finally, the IOG has remained committed to its goal of serving as an interagency problem solving body through the development of tools, such as the *Barrier Buster Protocol*, and by providing a forum in which its members are: exposed to a broad array of programmatic services within County departments; helped to understand how departments work and what the populations they serve look like; better informed about the extent and complexity of community partnerships; encouraged to make connections between compatible efforts among departments, agencies and communities; helped to better understand the "big picture;" and, part of an environment that stimulates candid discussion of programmatic and political issues and encourages problem solving.

The accomplishments mentioned are a tribute to the combined leadership, dedication and perseverance of the New Directions Task Force, the Service Integration Branch, the CPC, and IOG members. As we continue our collective journey toward integration, the IOG shall continue to support the work of our partners, nurture the development of new ideas, and provide a forum for developing common understanding and solutions to the challenges we shall face. We look forward to the coming year, which holds much promise and opportunity for integrated services, systems transformation and improved outcomes for the children and families of Los Angeles County.

Attachment

cc: Executive Officer, Board of Supervisors
Interagency Operations Group

Attachment A

Children's Planning Council and the Interagency Operations Group (IOG) Expenditures/Accomplishments Report

FY '00 -'01 and FY '01 -'02

Interagency Operations Group

I. INCREASE COUNTY STAFF'S KNOWLEDGE OF OTHER AGENCIES' SYSTEMS, MISSIONS, LANGUAGE, DISCIPLINES, AND FUNDING STREAMS; AND DEVELOP MANAGERS AND STAFF COMMITTED TO COLLABORATION AND INTEGRATED SERVICES

Strategy A: Influence the County's human resource/cultural environment, and the understanding and skills sets required to move in this direction

1. *Schiff-Cardenas Kick-Off Conference* – \$15,000

The IOG supported Probation Department's *Schiff-Cardenas Kick-Off Conference*, which served to launch the implementation of programs covered under the *Schiff-Cardenas Crime Prevention Act*, totaling \$34.9 million in crime prevention funding. The conference also provided an opportunity for program participants and collaborative partners to meet and review implementation steps and plans.

2. *Mental Health in Schools Conference* - \$40,000

The IOG co-sponsored a two-day conference addressing issues surrounding mental health in schools (in the context of school-readiness and school-success). The focus overlapped with the vision and goals of the IOG's School-Based Linkages Work Group, specifically around convening providers, administrators and stakeholders from various County departments, organizations and groups.

3. *DMH Parent Provider Partnership Conference* - \$5,000

IOG supported DMH's *Parent Provider Partnership Conference* by providing childcare stipends for participating parents and resources leading toward the development of a *Parent Resource Provider Guide* (the Guide provided up-to-date and user friendly interagency information).

The Conference served to: acknowledge and accept parents as equal partners in the assessment, service planning, treatment, and evaluation process of DMH programs; allow parents to become better educated and empowered; allow parents to become mutual support systems for one another; allow for parents and agencies to learn how to partner in the area of service delivery; and, to help participants become more culturally competent in working with diverse cultures.

II. SUPPORT CHANGE WITHIN IOG MEMBER AGENCIES TO ACHIEVE THE IOG MISSION

Strategy A: Play a key role in institutionalizing the "Guidelines for Measuring Progress in the Five Outcome Areas for Children and Families." (Adopted by the *New Directions Task Force [NDTF]* Feb. 13, 2001).

1. *Results-Based Accountability Training* - \$7,827

The IOG jointly sponsored a Results-Based Accountability (RBA) Training held in April 2001 (other sponsors included the *Foundation Consortium* and the County's *Children's Planning Council (CPC)*. The Training served to introduce the RBA model to members of the County's SPA/AIC Councils' members and coordinators and to provide a higher level of understanding in the application of Mark Friedman's RBA model. Day one consisted of a 101 Training geared toward persons with no prior knowledge of the Model. Days two and three consisted of 201 Training and focused on application of the Model using live County examples (e.g., the County's five outcome areas, LTFSS projects, SPA/AIC Councils' work plans, and school readiness/school success).

2. *Outcomes for Success Workshop* - \$3,372

The IOG supported the *Outcomes for Success! : Program Outcome Measurement Workshop*. This hands-on workshop, attended by County department representatives to the Service Planning Area/American Indian Children's (SPA/AIC) Councils, was designed to familiarize participants with the language, framework, and tools of program outcome measurement and the results-based decision-making model.

Strategy B: Develop "next steps" related to the findings and recommendations of the Decentralization Study and Community-Based Planning Study

1. *Decentralization Initiative Study* - \$19,915

The IOG retained the consulting group *Children and Family Futures* to conduct an assessment of decentralization initiatives within the County's public schools and health and human service agencies. The contractor conducted interviews with agency directors, reviewed agency documents, conducted focus groups, and presented their findings in the written report *An Assessment of Decentralization Initiatives in Los Angeles County Agencies*.

These activities resulted in the identification of the current state of decentralization within various health and human service departments and LACOE, planned decentralization efforts, opportunities for coordinated decentralization among said agencies, and benefits, risks, and unintended consequences of decentralization. The initiative also assessed the relationship between departmental decentralization initiatives and departmental participation in community planning and explored key decentralization issues.

The IOG was asked by the NDTF to review the recommendations contained in the Report and to develop a set of recommendations regarding their implementation. The IOG's analysis yielded that the many of the recommendations were already being addressed by initiatives under the auspices of the IOG, LTFSS, Service Integration Action Plan or the County Strategic Plan.

Issues not immediately addressed by these initiatives were either referred to the *CPC* for follow-up (e.g., newly emerging roles of SPA/AIC Councils, etc.) or deferred to a more appropriate time (e.g., determining cost of decentralization efforts in the context of the Results-Based Decision Making model).

Strategy C: Link strategic plans of IOG member agencies and the County strategic planning process

1. *County Departmental Strategic Plan Analysis - \$6,468*

The IOG retained consulting services from the *Sandoval Group* to conduct an analysis of the strategic plans of the IOG member departments. The analysis contained in the Strategic Linkages to Improve Outcomes for Children and Families - A Preliminary Comparison of Departmental Strategic Plans” report focused on identifying potential linkages among existing departmental initiatives and plans; describing how these collaborations were defined and detailing how departmental plans would link to Goal 5 of the County’s Strategic Plan (*Children and Families’ Well-Being*).

The analysis revealed that it was difficult to identify linkages among the departmental strategic plans as they were written. The report was shared with the Chief Administrative Office (CAO) and is referenced in the assessment and recommendations for progress of the County Strategic Plan report.

III. MAXIMIZE OPPORTUNITIES TO IMPROVE OUTCOMES THROUGH SERVICE INTEGRATION

1. *Special Needs Housing Alliance - \$21,000 (allocated)*

On June 11, 2002, the IOG approved the allocation of \$21,000 to retain the services of *Shelter Partnership, Inc.*, to support the work of the New Directions Task Force’s Special Needs Housing Alliance and the County’s Safety and Survival outcome area. To date, efforts to quantify the supply of County-assisted housing, services and funding resources supporting special needs populations; and, obtaining information regarding unmet housing needs, has been completed. A draft of the final report is currently being reviewed and a final version will be available shortly.

Strategy A: Help ensure successful implementation of the County Service Integration Action Plan (SIAP).

1. *SIAP Consultant Services - \$78,660*

The IOG supported the SIAP implementation processes by retaining consultants to work with specific SIAP work groups; there were a total of six work groups. Consultants were responsible for conducting literature reviews and contacting key integration informants; researching, developing, and analyzing topics related to SIAP implementation; supporting the design, format, and processes for work group Chairs; preparing, as necessary, relative work group documents; communicating with SIAP work group participants as necessary; and, providing recommendations as necessary.

The activities stated above, and carried out by SIAP consultants, contributed largely to the ultimate goal of creating recommendations for implementation of the SIAP.

2. *SIAP SPA/AIC Councils Community Participation - \$4,000*

Additionally, the IOG supported the SIAP implementation process by providing stipends to community participants that would otherwise not have been able to participate in the SIAP process due to loss in wages or costs associated with transportation and/or day care.

3. *Leadership and Participation on the SIAP Workgroups*

IOG members actively participated as members of SIAP Workgroups representing their departments and provided, as in the case of the Funding for Services Workgroup, leadership and support.

Strategy C: Monitor Long-Term Family Self-Sufficiency (LTFSS) implementation and address operational barriers.

1. *LTFSS Technical Advisory Meeting - \$2,535*

The IOG contributed the above expenditure for Santa Anita Golf Course facility fees for the LTFSS Technical Advisory meeting held September 28, 2000, to engage LTFSS budget and contract staff in the planning/implementation process of LTFSS plan. There were 100 attendees from 9 County departments, the County Chief Administrative Office, and the CPC.

2. *LTFSS Evaluation Consultant - \$4,902*

The IOG expended the above amount to support activities related to meetings that were focused on the development and use of performance measures for management and evaluation of LTFSS funded projects. Said meetings took place over the course of three days, September 13 – 15, 2000.

3. *LTFSS Evaluation Training - \$1,645*

The IOG expended the above amount for Quiet Cannon Golf Course facility fees for the LTFSS Evaluation Training held December 14, 2000. Training was provided in response to feedback from LTFSS Coordinators who indicated that departmental staff requested additional technical assistance related to implementing the LTFSS Evaluation Design.

The Training, conducted by the CAO's Service Integration Branch (SIB), served to provide an overview of the Project Evaluation Design framework and the steps necessary to establish performance measures, develop a logic model, and collect and report performance measure data.

4. *LTFSS Conference II - \$50,578*

LTFSS Conference II, held on March 22, 2001, was a follow-up to the first *LTFSS Conference* held on April 6, 2000. It served as a training and a motivational forum for staff of various levels from County Departments engaged in LTFSS processes/initiatives. Attendees were broken-up into workgroups to share LTFSS related experiences and to explore how implementation of the LTFSS Plan could help impact issues related to poverty in the County.

5. *CalWORKs/LTFSS Prioritization Consultant - \$8,700*

In alignment with its goal of monitoring the implementation of and addressing operational issues surrounding the LTFSS initiative, the IOG supported the County's CalWORKs/LTFSS Prioritization process by retaining the services of *John G. Ott and Associates*. This process, mandated by the Board of Supervisors, produced funding recommendations (made by a 28 member County-Community stakeholder body) totaling approximately \$168 million. The IOG is currently supporting the second phase of this process, which is scheduled to begin in January 2003.

Contractor's tasks included: reviewing data from the LTFSS/CalWORKs Community Engagement Process; developing a series of one-on-one and small group conversations with the leads and other delegates from the five stakeholder groups; designing and facilitating a series of meetings among the leads and delegates of these stakeholder groups; preparing the final report containing the group's recommendations to the Board of Supervisors.

Strategy D: Maximize linkages between Prop. 10 (First 5 LA) priorities and services delivered by IOG member agencies.

First 5 LA has joined the IOG as a member organization and report that their participation on the IOG has led to an improved awareness and better understanding of the priorities and services delivered by the County and by IOG members in particular.

Strategy E: Explore possible action strategies related to Family Resource Centers (FRCs) and IOG member agencies.

1. *Family Focus Groups - \$22,000*

The IOG, in conjunction with CPC, sponsored a series of focus groups to learn about the experiences of families when they receive services from more than one agency. Obtaining client (i.e., family) input, with regard to what works and doesn't work, was seen as critical for improving the coordination of services and creating an integrated health and human service delivery system

A report entitled "Telling It As They See It" resulted from the focus groups. Information obtained via the focus groups included: experiences when dealing with multiple agencies; what is important to families within a coordinated/integrated service delivery system; examples of what works at the worker level, agency level, and interagency levels; recommendations for the provision and the coordination/integration of services; and, services needed that were not currently available to them.

2. *Family Resource Center Development - \$25,000*

The IOG supported planning efforts associated with the Family Resource Center Initiative (FRCI), which called for the advancement of integrated, community-based family support programs through the "development of a family resource center network."

3. *Family Resource Centers (FRC's) Survey - Phase I - \$7,000*

The above expenditure was utilized for the first phase of a study (i.e., survey) conducted by the CPC to determine how FRC's can integrate their planning efforts to enhance effectiveness, efficiency and sustainability, and the role the County should play in supporting FRC development.

4. *County Support for Family Resource Centers - \$17,910*

The IOG funded consultant services to support CPC's preparation of the Board of Supervisors requested report and recommendations regarding "County Support for Family Resource Centers." The IOG continues to fund the CPC's ongoing efforts to help implement the Board adopted recommendations from that report.

5. *Understanding and Partnering with Family Resource Centers (FRCs) Brochure – Cost covered by SIB.*

The Brochure was developed in support of one of nine CPC recommendations adopted by the Board of Supervisors on September 4, 2001. The recommendations encouraged the delivery of high-quality, integrated, community-based services in partnership with Family Resource Centers (FRCs). The Brochure was developed with the purpose of assisting County departments and agencies to better understand FRCs and the family support principles that guide them. It was also designed to identify ways in which the County could begin partnering with existing FRCs.

Strategy F: Pursue opportunities to enhance relationships between public schools and County agencies.

1. *Pursue Opportunities to Enhance Relationships Between Public Schools & County Agencies*
\$11,690

Recognizing that the education system is a key element to any service integration effort and, in support of the County's Education and Workforce Readiness outcome area, the IOG continued to engage the education system by supporting the work of the *IOG School-Based Linkages Committee*. The Committee's charge (led by LACOE and LAUSD IOG members) is to pursue opportunities that enhance relationships between schools and County agencies. To that end, Dr. Pedro Noguera, Professor of Communities and Schools, *Harvard Graduate School of Education*, was retained to: conduct a series of conferences, focus groups, meetings, and trainings; and to create a report/recommendations that would further the Committee's charge. A draft of the final report is currently being reviewed and a final version will be available shortly.

2. *School-Based Linkages Focus Groups - \$73*
This expenditure was used to cover facility costs associated with said focus Groups.

IV. PROMOTE AND SUPPORT COMMUNITY- BASED ASSESSMENT, PLANNING AND EVALUATION

Strategy A: Strengthen the relationship of IOG member Departments with community groups including the SPA/AIC Councils.

1. *Community-Based Planning Protocol Training - \$100*
Funds were used to offset facility cost. This training familiarized departmental planning staff with the use of automated forms comprising the Community-Based Planning Protocol (*Protocol*), as well as acquainting them with the background and process that led to its development.

It is anticipated that the *Protocol*, which is still in a pilot phase will: provide data to identify opportunities for a new integrated approach to the County's community planning; improve communication with the Service Planning Area Councils; help clarify, for both the agencies and the Councils, the nature of the requests to participate in planning processes; help to identify, in advance, the role that the Councils will play by participating in the planning process; identify the anticipated outcomes of the planning process; establish accountability for assuring that the Councils get feedback regarding the outcome of the process; begin to quantify the level of demand placed on the Councils to participate in the County's planning activities; assure that Department Representatives are informed of their own agency's requests for one or more Councils to participate in County planning; and help support the Councils in their next stage of development.

2. *Faith-Based Organizations Collaboration Council – \$1,732*
The Faith-Based Organizations Collaboration Council (*FBOCC*) was created by the County of Los Angeles to further collaboration between FBOs and Los Angeles County health and human service departments. It was founded as a committee of faith-based leaders and County health and human service departments that collaborate to increase families' access to services that promote self-sufficiency.

The IOG has supported the vision and work of the FBOCC by lending staff support and by co-chairing the committee. IOG support took the shape of: assisting with the development of the FBOCC's priorities and work plan; convening sub-committees addressing specific FBOCC related issues (e.g., drafting an informational/guideline brochure regarding the Choice Charitable Choice provision of the Federal Welfare Reform Law; enhancing community access to funding and technical assistance/training information; identifying areas of collaboration between FBOCC and County departments/entities, etc.).

In addition, the IOG assisted in: identifying representatives from church networks to disseminate FBOCC and County related information; enhancing a faith-based organization mailing list; preparing and disseminating County RFP related information; enhancing proposal writing workshops/technical assistance seminars geared toward faith-based and community-based organizations; and, beginning to map out a set of co-sponsored outreach forums, entitled: *Welfare Time Limits in Los Angeles County: Facts, Myths, and Resources for Families. A Briefing for the Faith Community* (designed to help faith-based organizations understand how adults "timing-out" of their five-year welfare benefits will be impacted and what the faith-community can do to help mitigate this impact).

Strategy B: Enable County reps to the SPA/AIC Councils to fulfill their roles

1. *Meeting SPA/AIC Council's Representatives & Conveners* - \$473

The IOG convened the SPA/AIC Council departmental representatives on two occasions to review and affirm the IOG's revised *Role Definitions for the County's SPA/AIC Council's Representatives and Conveners*. The collaborative effort resulted in a more definitive statement of responsibilities to compliment the evolving role of departmental representatives. The meeting was also used as a forum to discuss the status of the County's Strategic Plan Goal V: *Children and Families Well-Being*.

Strategy C: Support the CPC and its efforts to strengthen the SPA/AIC Councils.

1. *CPC Data Partnership Recruitment Efforts* - \$20,000

The IOG helped fund the *CPC Foundation's* recruitment efforts for the Data Partnership for Children and Families, a LTFSS Project (#40). Funds helped the project get a head-start in conducting a search for the director and other key staff, while the project went through DPSS and Board approvals.

2. *CPC Web site Update* - \$20,000

To date, the Web site has served as an invaluable tool of communication between the SPA / AIC Councils, the CPC, and the community. Through the use of the Web site, Councils have been able to post their meeting announcements, agendas, contact rosters, and upcoming events and functions. Council staff, conveners, and community members have also been able to access the latest data information and a wide variety of reports and articles pertaining to children and families in Los Angeles County.

The IOG contributed toward the retention of the CPC's Web Site Web Master. The Web Master is responsible for: managing the CPC's Web site; developing protocols for submitting information; trouble-shooting; developing reports on site hits, historical data, and visitor profiles; editing non-functioning Web pages, including links; serving as liaison to Web site host; and, maintaining positive working relations with all partners contributing to the Web site.

3. *CPC's Cornerstone Consulting Contract* - \$15,000

IOG resources were used to match funds provided by the Annie E. Casey Foundation, to produce "The Tasks Ahead: Strategic Choices for the Los Angeles County Children's Planning Council." This report provided information regarding the history and accomplishments of the CPC, and identified potential areas for CPC to focus on over the next decade.

The report has served to inform the evolution of the SPA/AIC Council's role and focus for the next three years.

V. SERVE AS AN INTERAGENCY PROBLEM SOLVING BODY THAT GENERATES SOLUTIONS TO OPERATIONAL BARRIERS

Strategy A: Serve as a forum to help private- public partnerships better identify and resolve service delivery Barriers.

1. The IOG developed a draft *Barrier Buster Protocol (Protocol)* to serve as an interagency problem solving mechanism to generate solutions to operational barriers. The Protocol was designed to allow employees to bring issues they consider to be systemic operational barriers to the attention of the IOG, which would then discuss a method of resolving the matter.

The *Protocol* calls for IOG staff to maintain a database of all issues discussed/resolved by the IOG and details on the resolution, or proposed resolution. Staff would then reference the database when future operational barrier issues are raised to identify similar issues and the solution proposed. The *Protocol* has been placed on hold until further notice.

2. Committed to its goal of serving as an interagency problem solving body the IOG provided a forum in which members indicated that they were: exposed to a broad array of programmatic services within County departments; helped to understand how departments work and what the populations they serve look like; better informed about the extent and complexity of community partnerships; encouraged to make connections between compatible efforts among departments, agencies and communities; helped to better understand the "big picture;" and, felt that they formed part of an environment that stimulates candid discussion of programmatic and political issues and encourages problem solving among its members.

ADMINISTRATIVE AND OPERATING EXPENDITURES

Below are itemized expenses relating to administrative, bookkeeping, and other sundry activities incurred by the IOG during the normal course of operations. Expenditures have been arranged according to the appropriate Fiscal Year.

FY 00-01

1. *IOG Administrative Fees* - \$12,739

The IOG expended the above amount for fiscal agent (i.e., fiscal administration) fees paid monthly to the County's *CPC Foundation, Inc.* at the rate of ten percent per annum of the balance of IOG funds held in the money-market account on a monthly basis. The first of such payments was made for services provided for the month of March 2001. Therefore, the above amount is the cumulative total payment for the last four months of the fiscal year.

2. *Principal Consultant Fees - \$32,528*

The above expenditure was utilized to retain the IOG's Principal Consultant whose duties consist of working with the IOG to increase County staff knowledge of other agency's systems, mission, language, disciplines and funding streams that support producing managers committed to collaboration and integrated services; preparing reports on IOG activities; working with IOG members to maximize opportunities to build and sustain systems that improve outcomes through integrated use of resources and to provide technical assistance to related workgroups as needed; assisting the IOG in its stated goal to promote/support community-based planning, particularly with regard to the County's SPAs; and, providing technical assistance to facilitate the overall development of IOG activities.

3. *IOG Annual Retreat - \$788*

The IOG expended the above amount for *Santa Anita Golf Course* facility fees for the IOG's Annual Retreat held on January 26, 2001, to: explore and foster a deeper understanding of how the IOG was positioned; affirm and/or revise the IOG's role and mission; and, agree on concrete goals, strategies and outcomes that the IOG should focus on over the next 24 months.

4. *Operating Expenditures - \$18,100*

The above amount was expended over the course of the fiscal year and covered fees related to administrative activities, bookkeeping, and other sundry IOG activities.

FY 01-02

1. *Principal Consultant Fees - \$15,280*

The above expenditure (approximately half of the preceding year) was utilized to retain the IOG's Principal Consultant. The duties as outlined for FY 00-01 remained basically the same, but in that the framework had already been put in place, there was a reduction in the hours of service. The knowledge and consistency provided by the Consultant enabled IOG to move forward in each area previously initiated as well as introduce new work plans to further support the integration of services.

2. *IOG Annual Retreat - \$1,492*

The above expenditure was utilized for *Almanson Court and Grace E. Simmons' Lodge* facility fees for a two-day IOG Retreat to: explore the constantly changing context and reality within which IOG exists; assess the IOG's effectiveness over the last year; develop a shared agreement about the strategic focus for the IOG in the coming year; and, to develop a shared agreement about the IOG's next steps.

3. *2002 IOG Retreat Facilitation - \$5,550*

The above expenditure was utilized to retain consultant services from *John G. Ott and Associates* to serve as facilitator for the 2002 IOG Retreat. Said consultant's tasks included retreat planning and preparation; one-on-one interviews with IOG members; draft report/summary of both Retreat sessions; work with IOG Leadership to complete outcome summary.

4. *Operating Expenditures - \$108*

The above amount was expended over the course of the fiscal year and covered costs related to administrative activities, bookkeeping, and other sundry IOG activities.

5. *IOG Administrative Fees - \$22,451*

The IOG expended the above amount for fiscal agent (i.e., fiscal administration) fees paid monthly to the County's *CPC Foundation, Inc.* at the rate of ten percent per annum of the balance of IOG funds held in the money-market account on a monthly basis.

Children's Planning Council

FY 00-01

1. **Program Director - \$60,271.96**
The Program Director provides oversight to the system of councils, ensures that the councils are adhering to the guidelines established in creating the councils, identifies training and technical assistance needs, and works with the councils in developing and carrying out their workplans.
2. **American Indian Children's Council - \$23,608.02**
Expenses included general operating expenses, such as postage, copying, meeting costs, translation, child care, etc.
3. **Service Planning Area Council 1 - \$25,343.08**
Expenses included employee wages/benefits (\$3,303.68) and general operating expenses, such as postage, copying, meeting costs, translation, child care, etc. (\$22,039.40).
4. **Service Planning Area Council 2 - \$29,038.57**
Expenses included employee wages/benefits (\$12,340.31) and general operating expenses, such as postage, copying, meeting costs, translation, child care, etc. (\$16,698.26).
5. **Service Planning Area Council 3 - \$8,837.93**
Expenses included general operating expenses, such as postage, copying, meeting costs, translation, child care, etc.
6. **Service Planning Area Council 4 - \$22,371.66**
Expenses included general operating expenses, such as postage, copying, meeting costs, translation, child care, etc.
7. **Service Planning Area Council 5 - \$24,725.82**
Expenses included employee wages/benefits (\$11,757.09) and general operating expenses, such as postage, copying, meeting costs, translation, child care, etc. (\$12,968.73).
8. **Service Planning Area Council 6 - \$14,771.73**
Expenses included general operating expenses, such as postage, copying, meeting costs, translation, child care, etc.
9. **Service Planning Area Council 7 - \$28,096.93**
Expenses included employee wages/benefits (\$11,597.11) and general operating expenses, such as postage, copying, meeting costs, translation, child care, etc. (\$16,499.82).
10. **Service Planning Area Council 8 - \$23,856.93**
Expenses included employee wages/benefits (\$4,269.92) and general operating expenses, such as postage, copying, meeting costs, translation, child care, etc. (\$19,587.01).
11. **General Support to Councils - 4,077.37**
Expenses included consultant fees (\$2,100.00), office supplies and telephone (\$20.36), and meeting costs (\$1,957.01).

FY 01-02

- 1. Program Director - \$47,742.62**
The Program Director provides oversight to the system of councils, ensures that the councils are adhering to the guidelines established in creating the councils, identifies training and technical assistance needs, and works with the councils in developing and carrying out their workplans.
- 2. American Indian Children's Council - \$24,528.88**
Expenses included general operating expenses, such as postage, copying, meeting costs, translation, child care, etc.
- 3. Service Planning Area Council 1 - \$23,651.26**
Expenses included employee wages/benefits (\$22,363.16) and general operating expenses, such as postage, copying, meeting costs, translation, child care, etc. (\$1,288.10)
- 4. Service Planning Area Council 2 - \$21,831.59**
Expenses included employee wages/benefits (\$21,017.35) and general operating expenses, such as postage, copying, meeting costs, translation, child care, etc. (\$814.24).
- 5. Service Planning Area Council 3 - \$23,954.23**
Expenses included general operating expenses, such as postage, copying, meeting costs, translation, child care, etc.
- 6. Service Planning Area Council 4 - \$23,967.38**
Expenses included general operating expenses, such as postage, copying, meeting costs, translation, child care, etc.
- 7. Service Planning Area Council 5 - \$20,101.99**
Expenses included employee wages/benefits (\$17,875.08) and general operating expenses, such as postage, copying, meeting costs, translation, child care, etc. (\$2,226.91).
- 8. Service Planning Area Council 6 - \$16,442.18**
Expenses included general operating expenses, such as postage, copying, meeting costs, translation, child care, etc.
- 9. Service Planning Area Council 7 - \$27,278.81**
Expenses included employee wages/benefits (\$24,884.07) and general operating expenses, such as postage, copying, meeting costs, translation, child care, etc. (\$2,394.74).
- 10. Service Planning Area Council 8 - \$26,611.55**
Expenses included employee wages/benefits (\$1,216.72) and general operating expenses, such as postage, copying, meeting costs, translation, child care, etc. (\$25,394.83).
- 11. General Support to Councils - 8,880.51**
Expenses included employee health/dental coverage (\$5,971), consultant fees (\$448.96), office supplies and telephone (\$360.66), recruitment costs (\$850.00), and meeting costs (\$1,249.89).